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ABDULLAH**

**ESTABLISHING ORGANIZATIONAL LEARNING-
BASED SYSTEM FOR INDIVIDUAL USING SELF-
TALK THERAPY APPROACH: CASE STUDY AT
GULA PADANG TERAP SDN BHD**

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AKILAH ABDULLAH

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**ESTABLISHING ORGANIZATIONAL LEARNING-BASED
SYSTEM FOR INDIVIDUAL USING SELF-TALK THERAPY
APPROACH: CASE STUDY AT GULA PADANG TERAP SDN BHD**

By

AKILAH ABDULLAH

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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April 2012**

CERTIFICATION OF THESIS WORKS

I declare that this thesis is my own account of my research and contains work which has not previously been submitted for a degree at any tertiary education institution.

(Akilah Abdullah)

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ABSTRACT

This research investigates the elements that can encourage individuals to externalize and share tacit knowledge, which is critical in a continuous development of organizational learning-based information systems. To achieve this, self-talk therapy and proactive employee elements were utilized. The following objectives are proposed as a benchmark: (1) to develop the proactive employee elements in the respondents' mindsets by using self-talk therapy training program; (2) to understand the roles of proactive employee elements in encouraging tacit knowledge externalization, sharing and documentation; (3) to investigate the roles of tacit knowledge externalization, sharing and documentation on a continuous information system (IS) database updates; and (4) to investigate the roles of IS database updates on organizational learning (OL). An in-depth case study approach was employed involving a manufacturing organization in Malaysia. The data was collected through interviews, observations, and documents review and analyzed using five-stage-hermeneutic analysis. The findings of this study indicated that the self-talk therapy training program were able to instill the proactive employee elements in the respondents' mindsets. Being equipped with the proactive employee elements encourages the individuals to promote changes within their company. These elements in turn enable individuals to externalize, share and document tacit knowledge by producing ideas, actions, reactions and reflections. The documented tacit knowledge can be used to update organizational database. When the updated contents of organizational database are disseminated within the organization, a continuous learning is established. All these scenarios lead to the establishment of OL. This research offers a contribution to academic and business societies by presenting the elements that can encourage staff members to contribute inputs in terms of ideas, views or suggestions for OL-based IS development. This research also provides the decision makers with a platform that can reduce the dependency on the material rewards in motivating staff members.

Keywords: Learning-Based Systems, Organizational Learning, Individual Development, Self- Talk Therapy, Proactive Employee

ABSTRAK

Kajian ini menyelidik elemen-elemen yang dapat menggalakkan individu menzahir dan mengongsi secara berterusan ilmu tersirat yang kritikal dalam pembangunan sistem maklumat berasaskan pembelajaran organisasi. Bagi mencapai tujuan ini, pendekatan terapi bicara sendiri dan elemen pekerja proaktif digunakan. Objektif kajian berikut telah dicadangkan sebagai tanda aras: (1) untuk membangunkan elemen pekerja proaktif di dalam minda responden dengan menggunakan program latihan terapi bicara sendiri; (2) untuk memahami peranan elemen pekerja proaktif dalam menggalakkan penzahiran, perkongsian dan pendokumenan ilmu tersirat; (3) untuk mengkaji peranan penzahiran, perkongsian dan pendokumenan ilmu tersirat terhadap pengemaskinian pangkalan data sistem maklumat (SM) secara berterusan; dan (4) untuk mengkaji peranan pengemaskinian pangkalan data SM terhadap pembelajaran organisasi (PO). Pendekatan kajian kes secara mendalam telah digunakan yang melibatkan sebuah organisasi perkilangan di Malaysia. Data dikutip melalui temu bual, pemerhatian dan semakan dokumen dan dianalisis dengan menggunakan analisis hermeneutik lima peringkat. Dapatan kajian ini menunjukkan bahawa program latihan terapi bicara sendiri dapat menanamkan elemen pekerja proaktif dalam minda responden. Dilengkapi dengan elemen pekerja proaktif menggalakkan individu untuk melaksanakan perubahan dalam syarikat mereka. Elemen ini seterusnya membolehkan individu untuk menzahirkan, mengongsi dan mendokumenkan ilmu tersirat melalui penghasilan idea, tindakan, tindak balas dan refleksi. Ilmu tersirat yang telah didokumenkan boleh digunakan untuk mengemas kini pangkalan data organisasi. Pembelajaran berterusan terbentuk apabila kandungan pangkalan data yang dikemas kini disebarkan dalam organisasi. Semua senario ini membawa kepada pembentukan PO. Kajian ini menawarkan sumbangan kepada para akademik dan masyarakat peniagaan dengan menampilkan elemen yang dapat menggalakkan kakitangan untuk memberikan input dalam bentuk idea, pandangan atau cadangan bagi pembangunan SM berasaskan PO. Kajian ini juga menyediakan satu platform kepada pembuat keputusan bagi mengurangkan pergantungan kepada ganjaran material dalam memotivasikan kakitangan.

Kata kunci: Sistem Berasaskan Pembelajaran, Pembelajaran Organisasi, Pembangunan Individu, Terapi Bicara Kendiri, Pekerja Proaktif

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LIST OF ABBREVIATIONS

ABC	Activating Events, Beliefs, and Consequences
CBT	Cognitive Behavioral Therapy
CD	Compact Disc
GPTSB	Gula Padang Terap Sdn Bhd
IPS	Innovative Problem Solving
IS	Information System
IT	Information Technology
LO	Learning Organization
MEGAN	Megan Media Holdings Bhd
OL	Organizational Learning
PLS	Partial Least Square
RBT	Rational Behavior Therapy
RET	Rational-Emotive Therapy
SCT	Social Cognitive Theory
TRANSMILE	Transmile Group Bhd
UUM	Universiti Utara Malaysia

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

This thesis investigates the roles of self-talk therapy training programme and proactive employee elements in encouraging individuals to actively participate in externalizing, sharing and documenting of tacit knowledge so that continuous updates (re-examination and modification) of information systems' (IS) database contents can be established. By accessing the updated information, every organizational staff member can learn new best practice of undertaking daily tasks. In other words, the dissemination of updated IS database enables the establishment of learning environment.

This chapter provides an introduction to both the topic of interest of this research and the contents and structure of this thesis. It begins with the description of the background and problem statement of the study. This is followed by the section that describes the research questions and objectives. Thereafter, the significance of the study is discussed. Next, the description of the scope of the study is offered. After that, the definition of operational terms is provided. In the final section, an overview of the chapter and the contents of the proceeding chapters as well as the summary of the chapter are offered.

1.2 BACKGROUND OF THE STUDY

In today's business environment, that is characterized by market globalization, intensification of global competition, high rate of technological change, fast, dramatic, and unexpected changes, an organization needs continuous learning, both individual and collective, to sustain competitive advantage, promote innovativeness and creativity, increase productivity, and enhance organizational

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